



UNIVERSITETI PUBLIK "KADRI ZEKA" UNIVERSITY

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Strategic Research Plan

Public University "Kadri Zeka" Gjilan

December, 2023

Project: Enhancing Research Culture in Higher Education in Kosovo

Acronym: ResearchCult

Project Number:

610000-EPP-1-2019-1-XK-EPPKA2-CBHE-SP (2019-1992/001-001)

The main framework

In this section you are expected to report the main normative references at European, National and regional level (id needed).

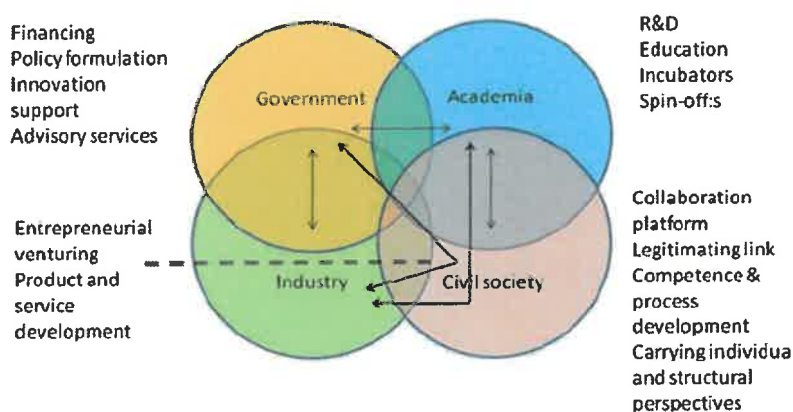
You can here describe also the main principles guiding your Strategic Plan:

- The quadruple helix Model of Research Plan

The quadruple helix model enables the elaboration of programmes and common actions for research and innovation, promoting new models of development at both social and economic level

This model enhances the creation of new institutional bodies, and the constitution of new organizational formats to promote innovation and social responsibility, enabling new perspectives for both Research and Third Mission

Within this model Academia plays a central role as the main knowledge producer



- The three O Model

Most research can be divided into three different categories: exploratory, descriptive and causal. Each serves a different end purpose and can only be used in certain ways. In the online survey world, mastery of all three can lead to sounder insights and greater quality information.

Open Science -means to make knowledge and research methods accessible and transparent in order to favour a growing knowledge thanks to sharing and collaborative practices.

Open Science tools: Open access, open data, open source, open badges for training.

Open Innovation-Open Innovation: is an approach based on the idea that companies may generate innovative capital from the exchange and collaboration with external subjects such as academies, research centres, start-up, using new organizational models, and protecting intellectual property.

Open Innovation tools: Patents, licences, Start-up, spin-off, Incubators

Open to the World: it means to think globally to research and innovation in order:

- *to explore the knowledge global markets*
- *to recognize to academia and to science a universal «glue» role, capable to enhance and recuperate critical international relationships on the basis of the principle of diplomacy*

Outlighting that the future of research should be collaborative, open, and global

- National Law / Regulations

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- University's Statute

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- University's Strategic Plan

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The University has a StP 2017-2022, which it has revised in 2020 and which contains a separate chapter on Strategic Objectives. These objectives also include Objective number 6, concerning the improvement and promotion/support of scientific research work in UKZ. This strategy and its objectives include the following elements, which will directly affect the growth of scientific research in UKZ.

The first sub-objective emphasizes that UKZ should pay special attention to research and scientific work and it should especially be oriented to the benefit of the community. UKZ supports the publication of scientific works and university textbooks, the publication in scientific journals and promotes the research work of the academic staff, providing support, both in technical and financial terms.

UKZ, through this Strategy, has also foreseen coordinators, who have already been appointed in the faculties for the scientific research work. The coordinators will support the academic staff in their scientific research work, guiding the academic staff for scientific research work.

The strategy has foreseen that UKZ should support, finance and reward scientific research work and for this purpose, UKZ supports the academic staff financially for their scientific research work, in which case it has foreseen a salary reward for the professor with the most works at UKZ and the UKZ Scientist of the Year award.

In this regard, UKZ has foreseen in the framework of this Strategy the organization of local and international scientific conferences. The organization of roundtables and scientific conferences will be a priority of UKZ, so that topics of interest are debated and analyzed in close cooperation with all other actors that have a direct and indirect impact on those research fields.

UKZ has also envisaged the creation of UKZ journals. UKZ will pay special attention to the appearance of academic staff in international scientific journals to be up to date with current developments and topics around the world. Appropriate efforts will be made to ensure a sufficient budget to support this objective and support will be sought from MEST, the universities with which we have concluded cooperation agreements, as well as other institutions that support the development of science.

- Other Regulation

Regulation on research-scientific activity has been approved, where through this Regulation on Research-Scientific Activity of UKZ, the academic staff in scientific research and scientific publications will be supported. This Strategy has also foreseen the establishment of a Central Commission that will supervise the scientific research work. The Central Commission plans, oversees, and supports scientific research work at UKZ.

The UKZ supports research projects for which there are requests from academic units. For this reason, the Regulation on Research-Scientific Activity of UKZ has been approved, which supports the academic staff in scientific research. This regulation makes it possible to increase the participation of staff in scientific research work, stimulating them financially, but also making mandatory participation and a minimum of publications on an annual basis.

In this regard, the UKZ supports research projects for which there are requests from academic units and individuals. The Steering Council of UKZ has approved the Regulation on the Research-Scientific Activity of UKZ, which supports the academic staff in scientific research, especially in the financial aspect. The regulation defines the values of financial payments for each publication in important international journals with an impact factor.

The regulation also promotes research and scientific work by announcing the "researcher of the year" of the person who has achieved the best research and scientific achievements within the year.

The main strategic goals and purposes of Public University "Kadri Zeka"

UKZ is committed that:

- Research should be related to the development of society. Our programs aim to affirm Kosovar science, in order to respond to the economic, legal, political and educational challenges of society. We work to provide our students with transferable knowledge and to be competitive in the local, regional and European labor market, including the private and public sectors, upon graduation.
- Establishment, functioning and empowerment of Research Institutes represent a strategic field of action. UKZ will establish research institutes for various fields of study that are of interest to UKZ, society, economics and technological development.

UKZ has set the specific objectives for Scientific Research to improve and promote/support of scientific research work. These are main points:

- Increase scientific research activity. UKZ should pay special attention to research and scientific work, and especially to the well-being of the community. UKZ supports the publication of scientific works and university textbooks, the publication in scientific journals, and the promotion of the research work of the academic staff, providing support, in terms of both technical and financial aspects.
- To approve the Regulation on research - scientific activity. Through this Regulation for the Research-Scientific Activity of UKZ, the academic staff will be supported in scientific research and scientific publications.
- Establish a Central Commission that will oversee scientific research. The Central Commission plans, oversees, and supports scientific research work at UKZ.
- To appoint coordinators in the faculties for scientific research work. Coordinators will support academic staff in their scientific research work, guiding the SA.
- Supporting, funding and rewarding for scientific research work. UKZ supports the academic staff financially for their research work: awarding a salary to the professor with the most papers at UKZ and awarding the UKZ scientist of the year.
- Organizing local and international scientific conferences. The organization of roundtables and scientific conferences will be a priority of UKZ so that topics of interest are debated and analyzed in close cooperation with all other actors that have a direct and indirect impact on the topics raised.

- Creation of UKZ magazines. UKZ will pay special attention to the presentation of academic staff in international scientific journals to be up to date with current developments and topics around the world. Appropriate efforts will be made to ensure a sufficient budget to support this objective and support will be sought from the MEST, the universities with which we have concluded cooperation agreements, as well as other institutions that support the development of science.
- Establishment of the Publishing Council. The Publishing Council will support the publication of university textbooks, monographs and other publications.



The cascading Model of accountability

1. The Governing Council (SC) of the University is the main governing body of the University. KD is responsible for all long-term policy issues and financial policies and elects the Rector of the University. He is the highest accounting body in UKZ. KD consists of 7 (seven) members: 4 of them are elected every three years in the regular election process at the University, while three of them are appointed by the Ministry of MES, by special decision. The SC is chaired by the chairman and deputy chairman, elected by the SC, by members appointed by the MES.

2. The Rector is the main managing and academic authority of the University. The Rector reports to KD.

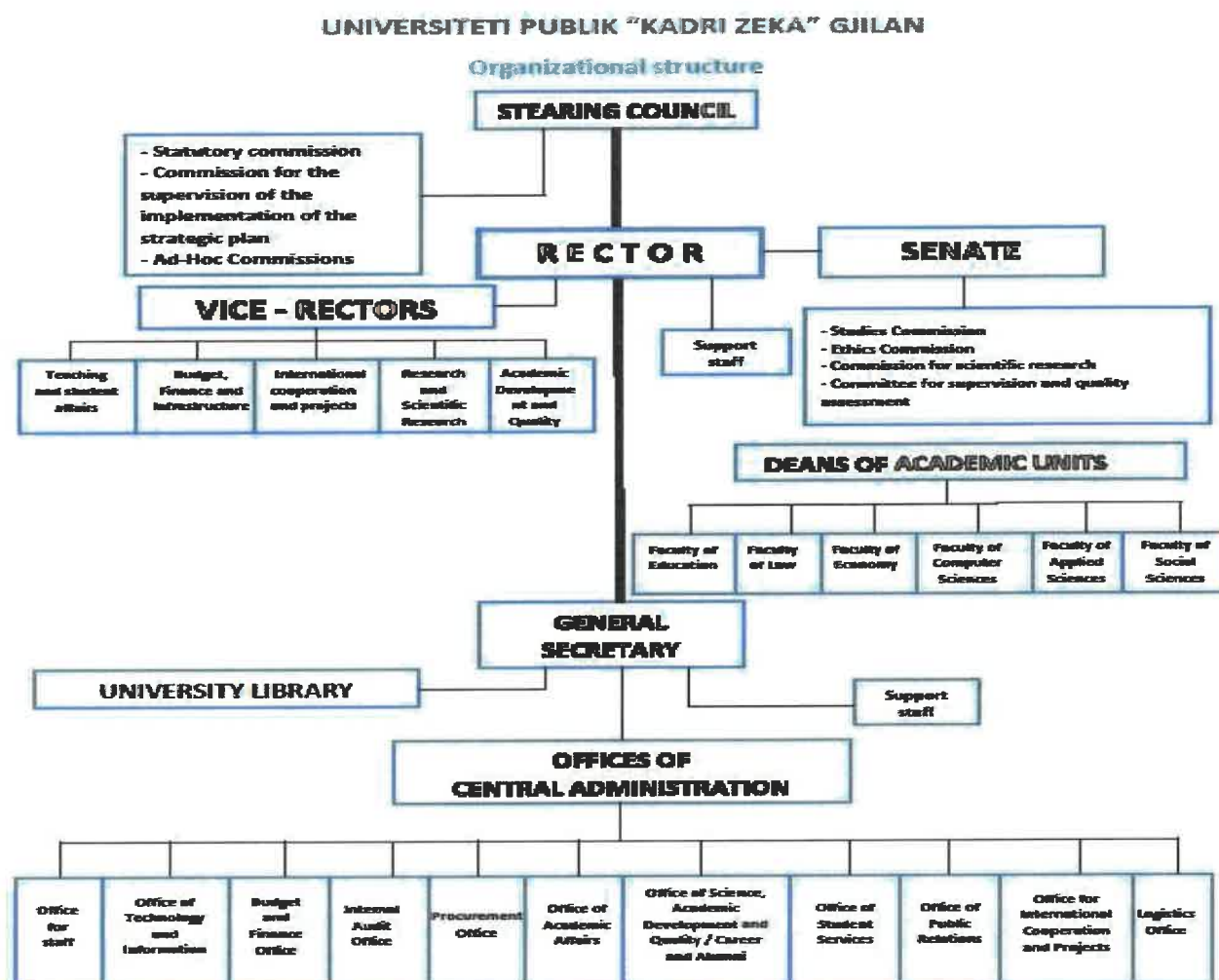
The Rector is elected by the Board of Directors for a four-year term, with the possibility of re-election and for another term, through a public competition. The Rector is the authority that represents the University outside of it.

3. The Senate is the highest academic body of the University. It is the decision-making body for all academic matters.

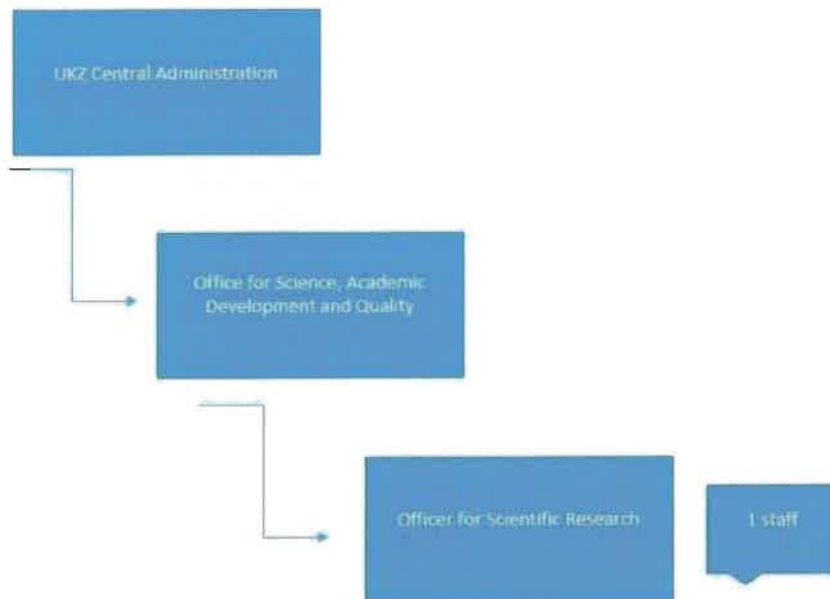
All governing bodies of the University exercise their activity on the principle of majority voting, unless otherwise provided in the Statute.

The organization of studies is the responsibility of the faculties. The Faculty has a Faculty Council, which is its highest body for academic matters, while the Faculty is headed by the Dean, who is the main executive authority of the Faculty.

The University Administration is headed by the Secretary General of the University.



The University established the Office for Science, Academic Development and Quality in 2018.



According to the Regulation on Systematization of Jobs for administrative staff, the duties and responsibilities of the Office for Science, Academic Development and Quality are as follows:

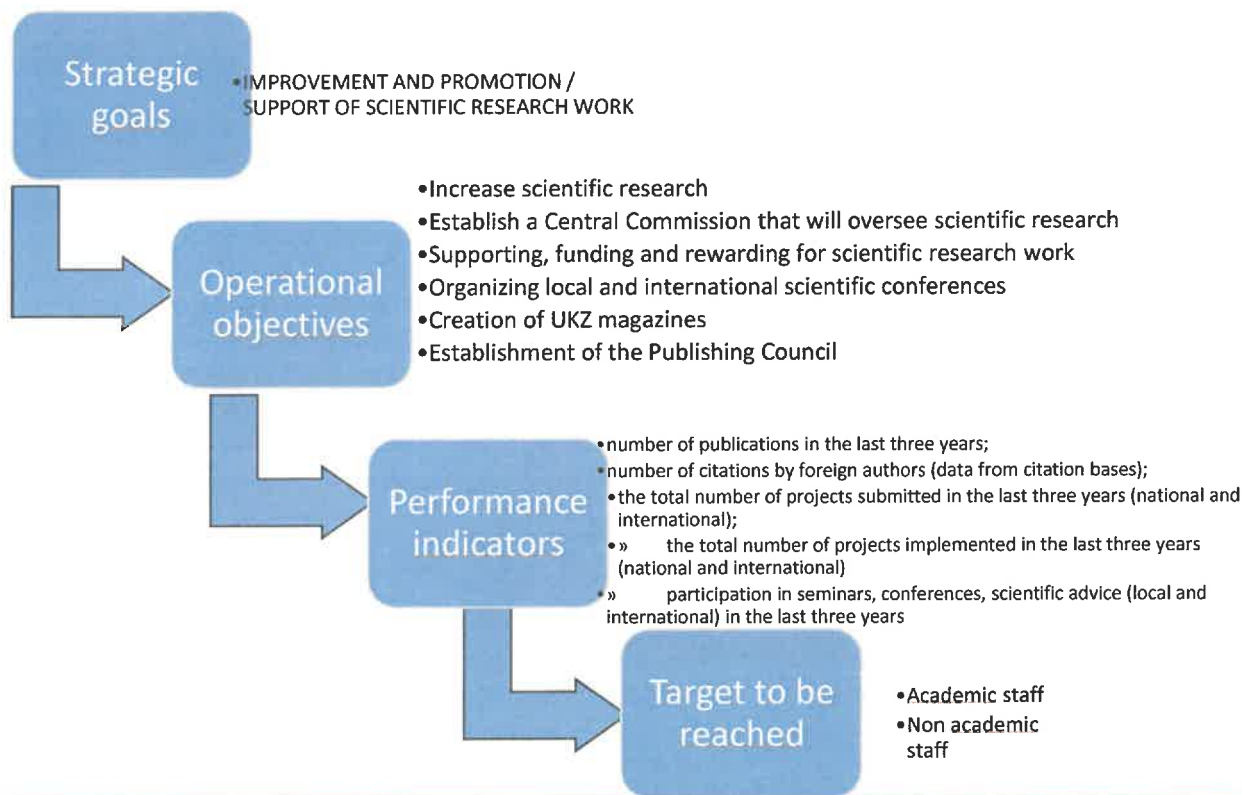
- Coordinates the work in support of academic units for the process of institutional accreditation and accreditation of programs, including guidance in the preparation of necessary documentation, such as SER, plan for implementation of recommendations, progress report for implementation of recommendations, etc.;
- Performs work in coordination of the Office with the UKZ Senate, Steering Council, academic units, institutes, as well as with councils, commissions and WPs in the research sector and related matters;
- Works in consultation with the UKZ management, namely the Vice Rector for Teaching and Research, as well as with other relevant actors to support the promotion and implementation of the recommendations arising from the Bologna Process in UKZ;
- Under the leadership of the Vice Rector for Teaching and Scientific Research, compiles the work plan of the Office and oversees its implementation;
- Leads the network of coordinators for academic development of the faculties;
- Follows the international networks and trends of scientific research and makes sure that the same are forwarded to the relevant structures of UKZ;
- Represents the Office for Science, Academic Development and Quality in meetings, committees and other official events inside and outside the University of Gjilan.
- Deals with the coordination and organization of scientific conferences;
- Supporting scientific and research development at UKZ;
- Coordination and monitoring of research projects;
- Administration of research documentation;
- Maintains cooperation with relevant partners;
- Supports staff in applying for research and science projects;

The Director of the Office for Academic Development and Quality reports to the Secretary General in the administrative aspect, whereas in the operational aspect he coordinates the work with the Vice Rector for Teaching and Scientific Research.

Currently UKZ has only one research officer, which is continuously supported by 5 faculty coordinators. UKZ from 2021 provides for the increase of staff for this office, according to the Regulation on job systematization.

The University has appointed the coordinators for scientific research work in each faculty. Their job is to coordinate research and scientific research between staff, students and the university.

The cascading Model of our objectives



Strategic Objective	Objectives of the General Management	Action Lines	Linkages to SDGs
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Increase scientific research	UKZ should pay special attention to research and scientific work and especially to the well-being of the community. UKZ supports the publication of scientific works and university textbooks, the publication in scientific journals and to promote the research work of the academic staff, providing support, both in technical and financial terms.	Increase the dissemination and scientific communication of research Promote initiatives aimed at empowering capacities in fund raising	SDG4 Support to Phds programmes SDG9 -Support to research, to Technological development.
To approve the Regulation on research - scientific activity	Through this Regulation for the Research-Scientific Activity of UKZ, the academic staff will be supported in scientific research and scientific publications.	Adoption of this Regulation by UKZ Senate	
Establish a Central Commission that will oversee scientific research	The Central Commission plans, oversees, and supports scientific research work at UKZ	Its establishment	
To appoint coordinators in the faculties for scientific research work	Coordinators will support academic staff in their scientific research work, guiding the SA	Appointing the coordinators Dean's Decision of appointment	
Supporting, funding and rewarding for scientific research work	UKZ supports the academic staff financially for their research work: awarding a salary to the professor with the most papers at UKZ and	awarding the UKZ scientist of the year	
Organizing local and international scientific conferences	The organization of roundtables and scientific conferences will be a priority of UKZ so that topics of interest are debated and analyzed in close cooperation with all other actors that have a direct and indirect impact on the topics raised.		

Creation of UKZ magazines	UKZ will pay special attention to the presentation of academic staff in international scientific journals to be up to date with current developments and topics around the world. Appropriate efforts will be made to ensure a sufficient budget to support this objective and support will be sought from the MEST, the universities with which we have concluded cooperation agreements, as well as other institutions that support the development of science	Creating Journals	UKZ	
Establishment of the Publishing Council	The Publishing Council will support the publication of university textbooks, monographs and other publications	Establishing this Council by the UKZ management		

Operational Objectives	Areas accountability and Organizational Units	Performance Indicators	Target 2020	Target 2021	Target 2022
Improving tools supporting research quality	International Area (ARI) & Research Support Area (ASURTT)	Redaction of a Report on UKZ staff participation in the International Programme Number of publications			
Strengthen the interaction between administration offices and research units, identifying monitoring,	Research Support Area	Redaction of a form to survey the needs and expectations of users with respect to research support activities – questionnaire submission			

assessment, and collaboration procedures		Data analysis reporting and operational proposals Number of workshops and initiatives jointly organized with research units to support research activities			
Foster the increase in revenues related to researches commissioned by third parties, and to commercial technological transfer	Research Support Area	Definition of new format and guidelines Redaction of a form to monitor the contracts signed with third parties Data collection completion Data system production			
Improve research visibility and Third Mission to foster internal synergies and external partnership	Research Support Area Communication Area	Re-organization of the public platform of the IRIS catalogue to improve usability and rationalization of contents Creation of a specific web platform dedicated to enhance the UKZ research infrastructure Number of events promoting research, Third Mission, and public engagement initiatives Planning a re-organization of the UKZ web Portal section dedicated to research			

Implementation of the Human Resources Strategy for Researchers (HRS4R) aimed at adopting the principles of the European Chart for Researchers and the Conduct Code for hiring researchers	Research Support Area	Completion of both the Action Plan of the HRS4R and the related documents to be issued to the European Commission Progress report on actions to be planned for the 2021, when the Action Plan of the HRS4R is approved by the European Commission			

Chairman of the Senate
Universitetit Publik "Kadri Zeka" Gjilan



Prof. Asoc. Dr. Artan Dërmaku
Rektor